



HACKER + RMC_{ARCHITECTS}

PROPOSAL RESPONSE

PROJECT NO. 2021-250:
LIBRARY CULINARY ARTS BUILDING
PREDESIGN SERVICES

AUGUST 31, 2021

SVC | Skagit Valley College

1. SOLICITATION NUMBER (If any)
2021-250

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME			3. YEAR ESTABLISHED	4. DUNS NUMBER
Hacker Architects, Inc.			1983	180496333
2b. STREET 555 SE MLK Jr. Blvd. Suite 501			5. OWNERSHIP	
2c. CITY Portland			a. TYPE S-Corporation	
2d. STATE OR	2e. ZIP CODE 97214		b. SMALL BUSINESS STATUS n/a	
6a. POINT OF CONTACT NAME AND TITLE Charles Dorn, Principal			7. NAME OF FIRM (If block 2a is a branch office)	
6b. TELEPHONE NUMBER 503-227-1254	6c. E-MAIL ADDRESS cdorn@hackerarchitects.com			
8a. FORMER FIRM NAME(S) (If any)			8b. YR. ESTABLISHED	8c. DUNS NUMBER
THA Architecture			2008	
Thomas Hacker Architects Inc.			2002	
Thomas Hacker and Associates, Inc.			1999	
Thomas Hacker and Associates Architects P.C.			1994	

10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS

[illegible]

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

<i>(Insert revenue index number shown at right)</i>	
a. Federal Work	5
b. Non-Federal Work	8
c. Total Work	8

- | | |
|---|---|
| 1. Less than \$100,000. | 6. \$2 million to less than \$5 million |
| 2. \$100,00 to less than \$250,000 | 7. \$5 million to less than \$10 million |
| 3. \$250,000 to less than \$500,000 | 8. \$10 million to less than \$25 million |
| 4. \$500,000 to less than \$1 million | 9. \$25 million to less than \$50 million |
| 5. \$1 million to less than \$2 million | 10. \$50 million or greater |

The foregoing is a statement of facts.

a. SIGNATURE	b. DATE
	August 31, 2021
c. NAME AND TITLE	
Charles Dorn, Principal	

HACKER

555 SE MLK Jr. Blvd. Suite 501
Portland, Oregon 97214
503-227-1254
hackerarchitects.com

August 31, 2021

Chad Bedlington, Construction Project Manager
Washington State Department of Enterprise Services
chad.bedlington@des.wa.gov

EXECUTIVE SUMMARY

Predesign Services for the Skagit Valley College Library Culinary Arts Building

To Chad Bedlington and Members of the Selection Committee:

A new Library and Culinary Arts Building at Skagit Valley is an opportunity to transform the east entry to campus into a true “front door” – a place that welcomes students, is responsive to their academic and social needs, and celebrates what makes Skagit Valley College (SVC) special. It is a remarkable time to explore how to create supportive and positive educational spaces, and this predesign will lay the groundwork for a successful building that secures state funding for construction.

Hacker Architects out of Portland has partnered Bellingham-based RMC Architects to form one team that combines local and SVC-specific knowledge combined with experts in academic and library design. Hacker and RMC have partnered on a previous predesign at Western Washington University, in addition to sharing staff during the pandemic to accommodate both firm’s variable workloads. This relationship was born of deep respect for each other’s work and a shared love of the Northwest. We are thrilled with this opportunity to present you our qualifications, a highlight of which are as follows:

Dedication to Designing for Education: This team is comprised of architects who have been designing educational spaces their entire careers. Two-year institutions are our favorite to design for because of the importance placed on supporting a diversity of student experiences, and the progressiveness of the programs that support life-long careers. We have extensive experience in academic and public libraries, maker spaces, and projects including commercial kitchens. We are also well-accustomed to co-locating programs and finding the synergies that elevate both.

Respect for Skagit Valley: SVC serves Northwest Washington State, and this new gateway facility is an excellent opportunity to address your needs and represent the values of your community.

RMC has worked extensively in the area and with the College, and they are deeply familiar with you, your processes, and your broader goals.

Support for Everyone: The success of this project will be measured by its ability to support all your students, centering those with the most need and being proactive about reaching them. This includes supporting visible, invisible, chronic, and temporary disabilities. If this is the first building that many people encounter coming to campus, it must feel hopeful and welcoming, setting the tone for people’s experience on your campus. Hacker is deeply immersed in designing for inclusion, honing engagement processes that have tangible impact.

In this proposal, we provide details beyond these main points; but let me leave with how excited our team is for this project opportunity. Thank you for considering our team for this project.

Sincerely,



Nick Hodges, AIA
Principal | Hacker Architects
nhodges@hackerarchitects.com

Brad Cornwell, AIA, LEED AP
Principal | RMC Architects
brad.c@rmcarchitects.com



Cascade Library
Portland Community College
HACKER

1. Qualifications of Key Personnel

*Innovation starts with team-building. Hacker + RMC are united by our shared priorities and values: we believe that excellent design starts with excellent client service. **Academic design is our passion, but our shared specialty is you** - centering Skagit Valley College your students, and your stakeholders to create a one-of-a-kind design for an incredibly unique campus building.*

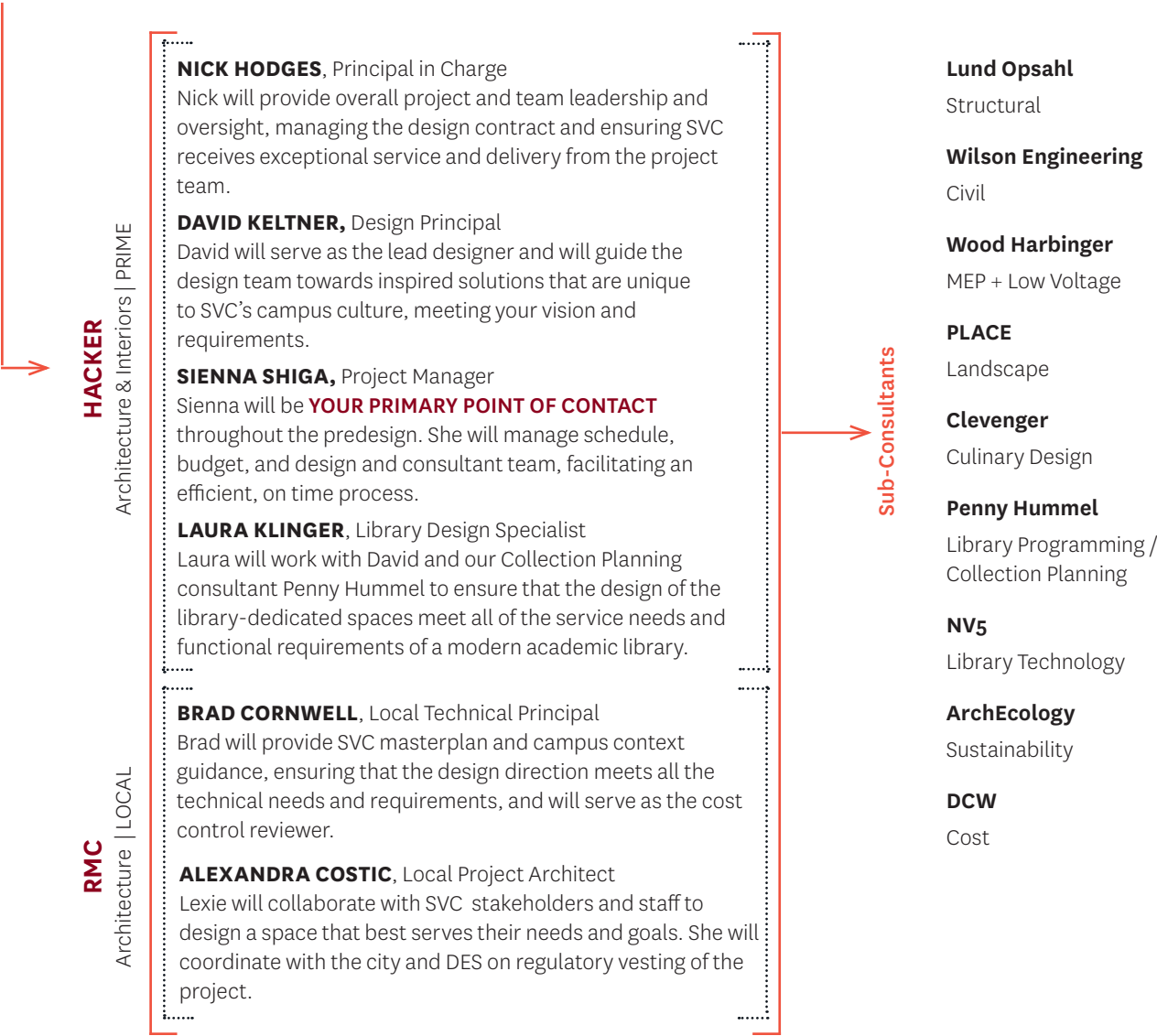
Since Hacker was founded in 1983, our firm has been dedicated to designing buildings for higher education, civic, and municipal clients. We've completed 50+ academic facilities for higher education clients across Washington, Oregon, California, Alaska, and Wyoming. We are also among the most prolific library design specialist firms in the region, with 30+ library projects completed, from predesigns and feasibility studies, to remodels, renovations, and brand new buildings - and we have worked recently on library projects in Washington communities including Washougal, Woodland, Longview, and Renton.

RMC Architects is a design leader for communities in the northern reaches of the Salish Sea. Established in 1986 and located in downtown Bellingham, their services range from architecture for higher education clients to public institutional clients. They have worked extensively with colleges and universities across Washington, including Skagit Valley College, and they bring close familiarity with the old Norwood Cole Library and it's occupants from their prior work to renovate the building envelope.

Hacker + RMC can offer SVC a strong, balanced team with a national reputation for academic design excellence, who know your campus and how you like to collaborate. We can also offer SVC our in-house library design expertise, supported by consultants specializing in library collection analysis, library IT/AV, and culinary arts design.

1. QUALIFICATIONS OF KEY PERSONNEL

Excellent, personalized client service sets the Hacker + RMC team apart. Our team is structured to provide Skagit Valley College with the full attention and resources to guarantee we can meet your needs and provide proactive, responsive service during predesign and throughout future phases.



HACKER *Your lead design architect, with in-house library design expertise.*



Nick Hodges, AIA - Time Assigned: 10%
Principal in Charge

Nick is a Principal at Hacker with 28 years of experience. He spearheads nearly all of Hacker's higher education work, and his leadership has guided some of our most significant academic and civic projects over the last decade. He brings a robust variety of experience serving higher education clients on projects with unique, unusual program components that balance the needs of multiple departments and bring new occupants together for the first time.

RELEVANT EXPERIENCE

PCC Cascade Campus Library, Portland, OR
PCC Rock Creek Campus Library, Portland, OR
PCC Health Tech Building, Portland, OR
PSU Maseeh Hall, Portland, OR
Bayview Library, San Francisco, CA
Parkside Library, San Francisco, CA
Hollywood Library, Portland, OR
Sellwood Library, Portland, OR



David Keltner, AIA, LEED AP - Time Assigned: 15%
Design Principal

David leads all of Hacker's institutional design, including our higher education and library projects. His work is known for its particular sensitivity to site and context, and for its ability to reflect the unique campus culture and educational mission of each client. David has also completed a number of predesign projects for public clients in Washington for clients including WWU, UWT, and multiple predesigns for Ft. Vancouver Regional Library.

RELEVANT EXPERIENCE

PCC Health Tech Building, Portland, OR
PSU Maseeh Hall, Portland, OR
WWU Sciences Building Predesign, Bellingham, WA
GFU Canyon Commons Dining & Event Center, Newberg, OR
Woodland Library Predesign, Woodland, WA
Washougal Library Predesign, Washougal, WA



Sienna Shiga, AIA - Time Assigned: 60%
Project Manager

Sienna joined Hacker in the summer of 2021, and brings 15 years of experience. Sienna's work includes a variety of higher education, multi-family residential, and hospitality projects at small and large scales. As a Project Manager, she is skilled at navigating the critical small details while always keeping the big-picture goals and needs of project and client in sharp focus, ensuring that clients needs are heard and met, giving you the confidence that your needs and goals have been heard and addressed throughout predesign.

RELEVANT EXPERIENCE

*CSU Fresno Meyers Family Sports Medicine Center, Fresno, CA
*Stanford Lokey STEM Cell Research Building, Palo Alto, CA
*Stanford Central Energy Plant, Palo Alto, CA



Laura Klinger, AIA, LEED AP - Time Assigned: 35%
Library Design Specialist

Laura is Hacker's in-house library design specialist, bringing 26 years of institutional design experience that encompasses academic and public libraries as well as general purpose higher education buildings. She is passionate about community-oriented design, and her goal is to create welcoming places that people feel connected to, building consensus and excitement across large stakeholder groups. She leads all of Hacker's library research, and has completed two recent academic library projects, including a renovation locally for PCC and a programming study for University of Alaska Southeast.

RELEVANT EXPERIENCE

PCC Cascade Campus Library, Portland, OR
U Alaska Southeast Academic Library Programming, Juneau, AK
Ledding Library, Portland, OR
Woodland Library Predesign, Woodland, WA
Washougal Library Predesign, Washougal, WA
Salem Public Library, Salem, OR

nice asset to the team

1. QUALIFICATIONS OF KEY PERSONNEL



Your trusted local architect, with SVC campus experience & expertise.



Brad Cornwell, AIA, LEED AP - Time Assigned: 20%

Local Technical Principal

Brad brings 32 years of experience as a project architect. He has partnered with SVC on numerous renovations including recently at the Norwood Cole Library. He brings a perfect mix of design skill, creativity, and technical expertise that makes him indispensable on complex, technically complicated projects of all sizes and scales. Brad's knowledge of DES procedure and policy means a smooth running project.

she did not work on this project

RELEVANT EXPERIENCE

Wilson Library (4) Major Academic Renovations, Western Washington University (WWU), Bellingham, WA
Norwood Cole Library Envelope Repair, Skagit Valley College, Mt. Vernon, WA
Multicultural Center / Bookstore Renovations, WWU, Bellingham, WA
Bellingham Central Library Renovations, City of Bellingham, Bellingham, WA



Alexandra Costic, AIA - Time Assigned: 40%

Local Project Architect

Lexie joined RMC in 2016. Prior to becoming a registered architect her experience included field work in archaeology and historic preservation. Lexie continues her commitment to preservation through the built environment with a view to the future. She is talented at managing the details, forward thinking, and can balance multiple demands gracefully.

RELEVANT EXPERIENCE

Bellingham Central Library Renovations, City of Bellingham, Bellingham, WA
Norwood Cole Library Envelope Repair, Skagit Valley College, Mt. Vernon, WA
Classroom & Technology Upgrades, Skagit Valley College, Mt. Vernon, WA
GUC Flexible Learning Classrooms, WWU, Bellingham WA



WBE/DBE-certified structural engineering firm with extensive civic experience.



Marjorie Lund, PE, SE, DBIA - Time Assigned: 15%

Principal Structural Engineer

Marjorie's State experience spans decades, with work on both new and existing structures on 24 Washington State higher education campuses, including project experience at Skagit Valley College. Her 40 years of professional experience, community college experience, decades of permitting knowledge, thorough understanding of DES processes and expectations, use of OFM Guidelines, extensive predesign experience, specific relevant building type experience, and work on the Skagit Valley campus will offer unique, critical support for this project.

RELEVANT EXPERIENCE

Skagit Valley College Child Care Center, Mt. Vernon, WA
Orcas Island Public Library, Orcas Island, WA
Washington State Library & Archive, Olympia, WA
Arbor Blocks 333 Office & Commercial Kitchen, Seattle, WA
Shoreline CC Allied Health & Advanced Manufacturing Complex, Shoreline, WA



Civil engineering firm with extensive higher ed experience, including with SVC.



Danielle Johnston, PE, LEED AP - Time Assigned: 40%

Senior Civil Project Engineer

Danielle has coordinated the design, permitting, and construction for many campus projects involving academic facilities and site plans, utilities, stormwater management, roadways, and underground structures. She also has extensive experience working with professionals from multiple disciplines and acting as a liaison between clients, agencies, and contractors. Danielle is experienced in site design and renovation, construction management, and value engineering.

RELEVANT EXPERIENCE

WWU Environmental Studies Center Pre-design, Bellingham, WA [with Hacker]
WWU Multicultural Center, Bellingham, WA
WWU Buchanan Towers Renovation, Bellingham, WA
WWU Edens North & Ridgeway Alpha Renovation, Bellingham, WA
WWU Physical Plant System Replacement, Bellingham, WA

wood harbinger is very good to work
with and knowledgeable



MEP engineering firm with 10+ years of service to SVC & other higher ed clients.



Sean Bollen, PE, LEED AP - Time Assigned: 30%
MEP Principal & Lead Electrical Engineer

Sean's 25+ year career at Wood Harbinger includes extensive experience in the education, municipal/civic, and military market sectors. He works closely with many community colleges, universities, and municipalities throughout the state on a variety of tenant improvements, upgrades, renovations, and new construction. Sean's expertise includes medium- and low-voltage power distribution systems, information and communication technology systems, and electronic safety and security systems.

RELEVANT EXPERIENCE

Lake Washington Institute of Tech Culinary Arts Reconfiguration, Kirkland, WA
Skagit Valley College: HVAC DDC System Upgrades, Classroom & Technology Upgrades, Roberts Data Center AC Installation; Cybersecurity Upgrades
Seattle Central College Library Renovation, Seattle, WA



Mike Lehner, PE, FPE - Time Assigned: 35%
Lead Mechanical & Plumbing Engineer

With 25+ years' experience as a professional engineer and a spectrum of designs ranging from elementary school HVAC systems to the SR 520 floating bridge's fire suppression system to utility piping on the piers at Naval Base Kitsap, Mike delivers lessons learned and creative approaches with an unparalleled level of knowledge and applied expertise. Mike is both a licensed mechanical engineer and fire protection engineer, with focused knowledge of codes, building construction, egress, fire suppression, fire alarm, and site planning considerations.

RELEVANT EXPERIENCE

Skagit Valley College: Cardinal Kitchen HVAC Assessment, HVAC DDC System Upgrades, Roberts Data Center AC Installation, Old Main Coffee Lounge, Old Main Envelope & Heating Repair
Central Washington University Samuelson Comms and Tech Center, Ellensburg, WA
UW Seattle Savery Hall Renovation, Seattle, WA

PLACE *MBE-certified landscape architect with ample library & campus design experience.*



Phoebe Bogert, PLA - Time Assigned: 30%
Principal Landscape Architect

Phoebe is a talented landscape architect with 14 years of leadership in planning and design of iconic and inspiring civic and higher education projects fostering a strong sense of place, healthy neighborhoods, innovative learning environments and vibrant communities. As a longtime resident of Washington state, her comprehensive approach, utilizes knowledge of the local distinctiveness, users, infrastructure, and systems, as integral to the region's greater ecology. Phoebe's artful and ecological design sensibilities are reflected in beloved public open spaces throughout the Pacific Northwest.

RELEVANT EXPERIENCE

Washougal Library Predesign, Washougal, WA [with Hacker]
PCC Sylvania Kiln Shed Expansion, Portland, OR
UW Tacoma Academic Building Predesign, Tacoma, WA
UW Tacoma Prairie Line Trail, Tacoma, WA
UW Tacoma Milgard Hall, Tacoma, WA
1 Planet Living Housing Development, Tacoma, WA
Rockwood Community Garden, Gresham, OR

CLEVENGER | ASSOCIATES *Culinary arts design specialists with higher ed experience.*



Brent Hall, FCSI - Time Assigned: 30%
Principal Culinary Design Consultant

Brent brings over 38 years of foodservice design and project management experience spanning throughout many industry segments worldwide. He has completed more than 100 projects in the education segment throughout his career inclusive of both new construction and renovations. While focusing on maintaining budget and code requirements, his ability to work closely with the project team ensures that the foodservice design fits within the larger project vision.

RELEVANT EXPERIENCE

Kendall College of Culinary Arts, Chicago, IL
Scott Community College Culinary School, Davenport, IA
Indian Hills CC Culinary School, Ottumwa, IA
Mt. Vernon Library Commons, Mt. Vernon, WA
Grays Harbor College, Aberdeen, WA

1. QUALIFICATIONS OF KEY PERSONNEL

PENNY HUMMEL

Consulting



Data-based library programming specialist & long-time Hacker collaborator.

Penny Hummel - Time Assigned: 25%

Library Programming Consultant / Collection Planning

Based in Portland, Oregon, Penny Hummel has over twenty years of experience working in public libraries. As a consultant, her areas of practice include library facility planning, strategic planning, organizational development, marketing and fundraising. She is a former library director and a past president of both the Oregon Library Association as well as the Multnomah County Friends of the Library.

RELEVANT EXPERIENCE

Washougal Library Predesign, Washougal, WA [with Hacker]
Woodland Library Predesign, Woodland, WA [with Hacker]
Salem Public Library Renovation, Salem, OR [with Hacker]
Logan City Library, Logan, UT [with Hacker]
Longview Public Library Modernization Study, Longview, WA [with Hacker]

NIV5

National experts in library IT/AV design needs for academic & public library clients.



Joe Bocchiario, Ph.D, CTS-D, CTS-I, CSTD, ISF-C

- Time Assigned: 5-15%

Principal Library Technology Designer

Dr. Joseph Bocchiario delivers thoughtful, high-level academic analysis coupled with elegant, real-world solutions. As a former Director and Vice President of Standards and Industry Innovations Development for AVIXA/InfoComm International, the foremost audiovisual trade association, Joe was a leader in developing industry-wide professional standards for sustainable and intelligent building accreditation. Joe loves working at the intersection of people, buildings, and technology- epitomized by higher education libraries.

RELEVANT EXPERIENCE

Community College of Philadelphia
Library & Learning Commons, Philadelphia, PA
University of Virginia Alderman Library, Charlottesville, VA
Virginia State Academic Commons, Petersburg, VA
CUNY Center for Digital Scholarship & Data Visualization / Library, New York, NY
CC of Philadelphia Library & Learning Commons, Philadelphia, PA



ArchEcology

WBE-certified sustainability consultant with culinary, library & higher ed experience.



Michelle Rosenberger - Time Assigned: 5-10%

Sustainability / LEED Consultant

Michelle has successfully managed the LEED certification of over 100 projects. Using her knowledge of green building practices and LEED requirements, she helps project teams to understand sustainable strategies, evaluate their feasibility and achieve compliance with documentation requirements. She is currently working on two library projects seeking LEED Silver certification and has successfully facilitated the certification of several tenant improvement projects with extensive cafés including one with a teaching kitchen.

RELEVANT EXPERIENCE

Green Lake Library Renovation, Seattle, WA
La Conner Swinomish Library, La Conner, WA
21 Acres Center & Commercial Kitchen, Woodinville, WA
Google Building B (Including Training Kitchen), Kirkland, WA
University Place Library, University Place, WA



**COST
MANAGEMENT**

WBE-certified cost estimation with extensive experience serving SVC.




Trish Drew, CPE, LEED AP - Time Assigned: 10%

Principal Cost Estimator

Trish brings 30+ years of construction industry experience to our team, with over 20 years in construction management. Beginning at the programmatic level, Trish works with the team to provide "live" budgetary feedback on design concepts, thus significantly reducing redesign. She has a thorough working knowledge of labor efficiencies, market fluctuations, project budgeting, competitive estimating, and contract negotiation.

RELEVANT EXPERIENCE

Skagit Valley College: Norwood Cole
Library Envelope Repair, Classroom
Remodels & Tech Upgrades, Admin
Office Upgrades, Ford Hall Roof, Oak
Harbor Childcare Center, Head Start
Banner Bank, HVAC Direct Control
System Upgrade



NOTHING ABOUT US,
WITHOUT US,
IS FOR US.

SOUTH AFRICAN DISABILITY RIGHTS
& YOUTH ACTIVISTS

Bookstore & Multicultural Center
Western Washington University
RMC

2. Relevant Experience

2. RELEVANT EXPERIENCE

The new Library and Culinary Arts Building brings together two very different programs into one shared facility that will need to be designed with thorough consideration for the specialized needs of both. Hacker + RMC both have long histories working with higher education clients to develop unique solutions for bringing together different departments and campus groups that have not previously shared space together. For Skagit Valley College's project, we will draw on our expertise in higher education design and library design, as well as our knowledge of commercial kitchens and culinary spaces.

In the following pages, we have highlighted a few of Hacker and RMC's top examples demonstrating the previous success of our design and predesign approach for projects with similar program needs, for higher education, civic, and non-profit clients.

Relationship with Skagit Valley College

RMC has developed a close working relationship with SVC staff and an understanding of your campus standards and culture, both during the current 2021-2023 biennia and over two previous biennia. The strength of this relationship is based on transparent, responsive service to maintain that trust with College leadership and departmental staff/faculty. Inclusivity about informing change and being proactive to minimize impacts to the educational mission are hallmarks of RMC's work. Their creative collaboration with SVC has resulted in projects that exceed expectations, garnering "more" for projects versus "less." Difficult scope or solution issues are addressed head-on in a timely, respectful manner so we can find the best path forward, together. We look forward to continuing this relationship to best advance SVC's mission to: *"cultivate student learning and achievement; contribute to the educational, personal, and economic success of students; and promote equitable and thriving communities."*



Cascade Campus Library Remodel & Addition Portland Community College

HACKER

Creating a bright, welcoming new entrance for an urban campus library. Providing upgrades and design improvements that emphasize accessibility, life safety, and integrated technology capabilities, setting up this high-traffic campus resource to be flexible for the many purposes it serves.

Location

Portland, Oregon

Completed

2014

Size

34,000 SF remodel + 6,200 SF addition

Delivery method

CM/GC

Cost

Original: \$3.5M

Actual: \$3.5M

Similarities to Skagit Valley

As a modern campus library, this project included many of the same goals as Skagit Valley College's project, particularly around library services. It provides **easy to navigate access to the traditional campus library collection** in addition to **upgrading the library's ability to serve the digital research needs** of today's students. The library is a central resource for students seeking **IT and research support**, and the remodel was geared towards improving access to these services. The design creates **numerous zones for solo and group collaboration**, with active and quiet zones throughout, to serve a variety of student needs.



Reference

Rebecca Ocken, Project Manager
Portland Community College
rebecca.ocken@pcc.edu | 971-722-8463



2. RELEVANT EXPERIENCE

Student Union & Dining Center Portland Community College

HACKER

A prominent new front door for PCC's Cascade campus, providing students on a major commuter campus with a vibrant, active space to gather for meals and relax together in between classes. Designed with an extensive student and community engagement and outreach process reaching 20+ groups on and off campus.

Location

Portland, Oregon

Completed

2014

Size

36,000 SF

Delivery method

CM/GC

Cost

Original: \$12.5M

Actual: \$12.8M (\$300K in owner-added scope)

Similarities to Skagit Valley

Like the Library and Culinary Arts Building, PCC's new Student Union building was designed as a **new face and front door between the PCC campus and the community**, prominently located as one of the first buildings visitors and students are greeted by on arrival. For a commuter campus previously without a real student-focused community space, the new student union was a huge opportunity to give students a place just for them. Hacker's design sought to **create a campus living room for students**, a comfortable, inviting, warm place for them to rest and gather between classes. **The project includes a significant food services component, with back of house kitchen, retail space, and a dining center.**



Reference

Rebecca Ocken, Project Manager
Portland Community College
rebecca.ocken@pcc.edu | 971-722-8463



Great project example

Canyon Commons Dining & Event Space

George Fox University

HACKER

A modern dining facility and event space designed for round-the-clock student use, providing a space to gather and replenish throughout the day. Utilizing inexpensive materials in unexpected, beautiful ways, this project leverages a utilitarian budget into a vibrant campus social space with full kitchen and dining services.

Location

Newberg, Oregon

Completed

2016

Size

30,000 SF

Delivery Method

Design-Build

Cost

Original: \$10.6M

Actual: \$11.1M (\$500K in owner-added scope + change orders)

Similarities to Skagit Valley

Hacker has completed a number of projects with commercial and back-of-house kitchens - Canyon Commons is among our **top examples of a higher education project that puts the kitchen and food prep on display.**

While it is first and foremost a student dining hall, this project is a great example of Hacker's design approach for **seeking out opportunities to meet multiple client goals and serve dual program purposes.** With a tight budget aimed at completing a very simple, utilitarian dining space, Hacker envisioned a dining hall that could double as a much-needed campus event space on the same budget. The space is **highly flexible, with durable, affordable materials** and off-the-shelf fixtures - unexpectedly elegant and fit for events, but able to take 24-hour student use.



Reference

Brad Lau, Vice President for Student Life
George Fox University
503-538-8383 | blau@georgefox.edu



2. RELEVANT EXPERIENCE

Kashevaroff State Library, Archives, and Museum State of Alaska

HACKER

A civic museum, archive, and research library with a design deeply rooted in Alaska's history and landscape. Designed as a high-performing, easy-to-maintain building that makes Alaskan history and artifacts easily accessible to academics and researchers, local tribes, and the public.

Location

Juneau, Alaska

Completed

2016

Size

120,000 SF

Delivery method

CM/GC

Cost

Original: \$118.5M

Actual: \$117.9M

Similarities to Skagit Valley

While SLAM is a much larger facility with program elements quite different from the Library Culinary Arts Building, it is a great recent example of a Hacker-designed research library that shares space and resources with other specialized programs. While the museum portion accounts for much of the budget of this project, the **research library is a top destination for researchers, students, and academics across Alaska**, and a number of local tribes also maintain their most delicate artifacts on site where they can be safely preserved but regularly accessed. It includes **both traditional collection and digital research services**, and the design seeks to make research easy and comfortable while **giving library staff the sightlines, workspace, and back of house support they need to function efficiently.**



2017 AIA Alaska People's Choice Award
2017 ENR Northwest Best Projects: Best
Government / Public Building



Reference

Bob Banghart, Owner's Representative
Banghart & Associates
banghart@banghart.com | 907-209-1344

Ledding Library City of Milwaukie

HACKER

A new public library in the heart of downtown Milwaukie, replacing an aging, accessibility-challenged library building on the same site. It is a highly-efficient Net Zero Ready public facility funded via Bond, providing the community with a spacious, daylight-filled resource that is home to so much more than books.

Location

Milwaukie, Oregon

Completed

2020

Size

20,000 SF

Delivery Method

CM/GC

Cost

Original: \$8.1M

Actual:\$8.4M (\$300K in owner-added scope + change orders)

Similarities to Skagit Valley

Hacker brings extensive experience with library design - Ledding Library is our most recent, and it is **our most sustainably designed building in any sector**. Like an academic library, it is designed to be an open, flexible, and welcoming communal space that serves a diverse set of patrons. It includes the **traditional collection** (with new, safe, secure stacks that preserve sightlines) but also provides valuable **space for meeting, gathering, and collaboration** that is available to the community. Hacker **worked closely with library staff to ensure that their needs would be supported by the new design**, providing adequate admin and support space and considering the most efficient layouts to connect library patrons with the resources they seek.



Reference

Katie Newell, Director
Ledding Library
503-786-7584 | newellk@milwaukieoregon.gov



2. RELEVANT EXPERIENCE

Connections Building Community Food Co-op

RMC ARCHITECTS

An efficient community classroom, office space and commercial bakery. Green design principles are used throughout, with a focus on healthy, durable, locally sourced construction products.

Location

Bellingham, Washington

Completed

2015

Size

44,000 SF remodel

Delivery method

CM/GC

Cost

Estimate: \$1,620,000

Actual: \$1,744,000

Similarities to Skagit Valley

Renovations to this former auto parts store created a new office/classroom/ coffee shop and commercial bakery building. **Spaces in this building are designed to allow access to all spaces from within the building or allow access to the community room from the exterior. Patrons of the Co-op were pleased to be able to view the commercial bakery in operation; bakery staff were pleased to have plenty of natural light.** The community room with **demonstration kitchen** is a popular place for healthy living & cooking seminars. **The coffee shop location enables event pickups at the bakery and encourages nearby students to study in the sun from the ample windows.**



Reference

Adrienne Renz, General Manager
Community Food Co-op
360-734-8158

Wilson Library Digital Media Commons Western Washington University



A multidisciplinary resource lab for the instruction of broadcast, production and editing of digital media in the Learning Commons of WWU. DMC is also used as a green screen photo studio, open-lab for student use, and student production screening space.

Location

Bellingham, Washington

Completed

2015

Size

3,770 SF

Delivery method

Design-Bid-Build

Cost

Estimate: \$1,400,000

Actual: \$1,566,800

Similarities to Skagit Valley

While the program for the DMC is somewhat different than the end use for SVC, the take-aways are applicable. Coordinating multiple departments and programs, RMC successfully prepared **a cohesive and interdisciplinary program**. Existing room **volumes were maximized** to accommodate the broadcast studio and the other **priorities on the programming list**. As a renovation, the existing mechanical system provided challenges to the acoustical sensitivity of the broadcast studio/control room. **Careful research and coordination provided a responsive solution.**



Reference

John Farquhar, ATUS Director
Western Washington University
john.farquhar@wwu.edu | 360-650-6538

2. RELEVANT EXPERIENCE

Bookstore & Multicultural Center Western Washington University

RMC ARCHITECTS

Diverse needs brought together in a sensitive, prominent location. Creative remodeling and repurposing, this projects provides clarity for ingress/egress, robust energy performance, and celebrates students diverse collegiate journeys.

Location

Bellingham, Washington

Completed

2019

Size

36,800 SF remodel
13,100 SF addition

Delivery method

CM/GC

Cost

Original: \$14,220,100
Actual: \$14,946,200

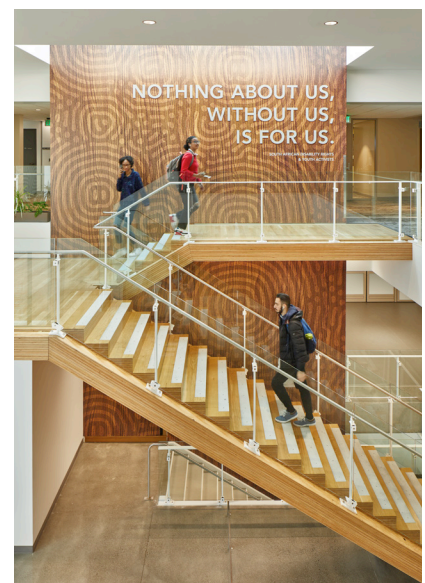
Similarities to Skagit Valley

The renovation involved 4 distinct campus structures and a **complex code strategy, incorporated cross laminated timber, and constructed code excessive “All Gender” toilet rooms to provide for the most inclusive and diverse experience possible.** This renovation brought the Ethnic and Diversity Student Clubs to a prominent location, remodeled the bookstore, and achieved a **LEED v.4 Silver Certification.** As Associate Architects in charge of Bookstore Design, Permitting & CA Phases, our **collaborative management process included 16 different subconsultants, 3 Owner testing/performance consultants, 3 Owner Representatives and 5 full time General Contractor Representatives.**



Reference

Forest Payne, Project Manager
Western Washington University
Forest.Payne@wwu.edu | 360-650-6813



Additional Campus Experience

Skagit Valley College



RMC brings experience with Skagit Valley projects both through staff's previous employers and as current campus architect. Project experience ranges from assisting with State funding requests, providing predesign and programming services, masterplanning, design, contract documentation and construction administration.

Location

Mt. Vernon and Oak Harbor,
Washington

Notable projects:

- On-Call Architect 2015-2017, 2019-2021
- 2014-2015 Roofing and HVAC upgrades
- Cyber Security upgrades, 2019-2020
- Classroom and Technology Upgrades (26 rooms at 2 campuses)
- Ford Hall Envelope Renovation
- Norwood Cole Library Envelope Renovation
- HVAC DDC Controls Project 2020-2021
- Reroofing projects.
- Window & Roof Replacement, Business Resource Center*
- Electrical Room Remodel, Mount Vernon Campus*
- 2005-2015 Masterplan of Mount Vernon Campus*
- Boiler Replacement, Mount Vernon Campus*
- Elevator Replacement, Whidbey Island Campus*
- Hodson Hall Remodel*
- Food Service and Bakery Remodel, Mount Vernon Campus*
- Academics & Technology Building Funding proposal*
- Oak Hall*

**projects completed by RMC team members prior to joining RMC*



Reference

Tim Wheeler, Director of
Facilities & Operations
Skagit Valley College
306-416-7751





Student Union & Dining Center
Portland Community College
HACKER

3. Past Performance

When considering the full scope of a project from basic functional needs to the more design-oriented attributes of beauty and metaphor, most projects are driven by one or the other. Most projects with very tight, fixed budgets are “function driven” and able to achieve the basic requirements up to a point, but are often not considered beautiful or metaphorical. At the same time, too often the term “design excellence” implies a design-driven project that focuses on beauty and metaphor at the expense of functional requirements or client needs.

For Hacker + RMC, design excellence means that we thoughtfully consider how to balance all aspects of the project scope to achieve client goals, including a functional, flexible, and beautiful project that is on budget and on schedule. We do this by:

- Not over-designing. **We distill the most important client goals and find the single design move to achieve that goal.** The rest of the building can be simple, functional, and economical.
- **Spending dollars wisely on elements that create added value** or do “double duty” to prioritize funds and effort.
- Valuing cost estimator expertise, and **working collaboratively** with our cost estimators (and, eventually, with our contractor partners) to find the best cost-effective solutions.
- Applying our breadth of public and private experience to **bring innovation from the private realm into the public institutions** processes.

Our proven ability in both predesign and project execution will pave the way to success in all phases. We regularly work with cost estimators to establish target values for various aspects of a project at early stages and commit to meet those budgets.

3. PAST PERFORMANCE

Managing Schedule

Managing schedule requires a disciplined and organized management process. Our team's knowledge of Skagit Valley College and the selected site, OFM requirements, and local approval processes will benefit you in meeting the project schedule and in making realistic assumptions for the full project completion. Our team of higher education experts also includes design specialists to guide and inform the very different needs of the library and culinary arts components of this project, allowing us to anticipate and plan ahead in our schedule to ensure adequate attention is given to both.

Out of the gate we will develop a draft work plan for your review, confirming the structure and the progressive content of meetings. We will quickly schedule these meetings to lock in the availability of key participants while keeping a contingency, so that any unforeseen issues do not jeopardize our delivery date. We understand that the predesign should clearly represent the College's needs and desires, providing a roadmap for success in future phases but avoids "tying your hands" and dictating the solution in such rigid detail that it cannot be expanded or built upon as design progresses. Ideally, stakeholder engagement in the predesign should set up the conditions for continued engagement in the early design phases.

We have an excellent track record of meeting our clients' schedules. An unchanging schedule for large projects is rare - new requirements, information, participants, or changing funding approaches (at any point in the process) are common reasons a client may wish to change the schedule assumptions. We are full partners with our clients in meeting evolving scheduling needs. We can bring additional staff to meet these challenges, but we can also bring creativity in prioritizing the information needed to meet the milestone while deferring work that is not on the critical path.

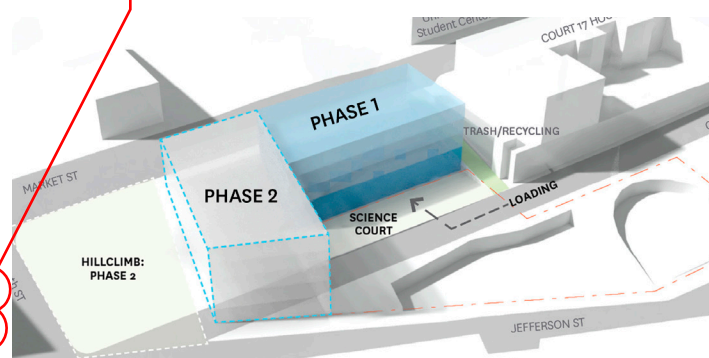
Most? How many?

CASE STUDY

Two Very Different Programs, One Successful Predesign: UW Tacoma Milgard Hall

Hacker has led the development of nine successful predesign documents meeting the OFM requirement (and 1 more for other higher education institutions with comparable requirements, such as the University of California system), most of which have been funded.

One successful OFM predesign was for a new academic building that co-located the School of Engineering & Technology and a School of Business for UW Tacoma. These departments are very different in almost every aspect - academic approaches, student demographics, and cultural "flavors." The Business School wants to employ cutting-edge collaborative learning spaces, and the engineering departments desire more labs and private spaces for focused work. As the most popular programs at UWT, both are in desperate need of space, and limited available funding led to the decision to co-locate the programs. During the robust programming process, the two schools began to see the opportunities for



innovation that result from being co-located - that this consolidated "home" for both will create a central hub for the campus where chance encounters and informal meetings between students across all these disciplines can contribute to a new educational environment focused on design thinking and creative problem solving. This predesign also faced the challenge that likely funding could not support the full programs that either school needed. Hacker assisted in helping the two schools find opportunities for shared program and to distill needs down to their essence without prioritizing either school's needs above the other.

Managing Budget

Our practices are dedicated to public work, especially for buildings serving higher education. We recognize that the purpose of predesign is to develop a concept for the necessary and desired program on a particular site, paired with a budget that represents a good value to the State and to the College. The reality is that often the budget comes first, and the challenge is to define a scope that will best serve the needs of the institution within that budget. We are creative about getting the most for the least with a view for long-term value. Strategies we use to manage budget and control costs *during design and construction* include:

- Maintaining a decision matrix or matrices to **track timelines for making critical decisions, providing clear data to demonstrate how these decisions are interconnected, how they are impacted by previous decisions**, and how they will impact future decisions. We typically create a tool for this, often using Smartsheet, and give a rigorous attention to maintaining and updating all relevant information in the decision matrix that will be required to make informed, thoughtful decisions that can each be thoroughly considered before we arrive at critical decision junctures.
- **Using Target Value Design (TVD) in conjunction with value engineering to establish budgets for each aspect of the work** at an early stage and working smartly within these budgets. We value working collaboratively with consultants, contractors, and trade partners early in the process, and we collaborate with them to keep TVD logs, with accurate information relative to quantities and details. We recommend reviewing these logs at every Owner Architect Contractor (OAC) meeting, and include a “Last Responsible Moment” date for each item to focus reconciliation dates relative to schedule and procurement.
- Maintaining risk logs developed with the contractor and trade partners will help us to **focus solutions by understanding low, medium, and high risks related to cost and schedule**. We will work as a team to drive to solutions for high, medium, and low risk items based on priority until we can mitigate or eliminate the risk.
- **Managing contingencies are key to project budget success**; the integrated team will allocate appropriate design and construction contingencies based on the level of design completion and project understanding. Construction cost escalation will also be protected with a contingency appropriate to the design phase.
- Identifying, documenting, and bidding alternates, if needed. Hacker has a **history of success with moving owner “wish list” items into the final design** through the use of alternates.

CASE STUDY

Innovating on a Tight Budget: GFU Canyon Commons

Canyon Commons Dining Hall for George Fox University illustrates how by designing an easy-to-construct facility enabled us to create a beautiful and award-winning project on an incredibly tight budget. Our team engaged in continual materials research and real-time cost estimation, which gave us the flexibility to explore any cost-saving design idea we could imagine while assessing the significance of the cost benefits. Our team’s collaboration with the contractor and trust in one another gave us space to truly explore unusual ideas about the materials, details, and off-the-shelf components and to make efficient, confident decisions that contributed to the beauty and success of an inexpensive higher education building.



3. PAST PERFORMANCE

Scheduling Tools & Methods for Design & Construction

Achieving the schedule without compromising quality, communications, and coordination requires commitment to the shared goals established at the beginning of the project. In the details, it takes continuous planning, flexibility, and communication. Our team will work with the College and your contractor from day one to create a living document that clearly outlines the following:

- The relationships between all project participants, including identification of single-point-of-contacts for the Owner, the contractor, and Design Team.
- A comprehensive map of project organization and communication protocols, including subsections on correspondence ground rules; meeting, reporting, and email protocols; conflict resolution tactics; and a guide for best practices for collaborative design.
- Project planning and pull planning strategies, and parameters for methodical implementation.

Building Blocks

Setting this project up for schedule success will require:

- Timely stakeholder engagement with time to analyze input and incorporate it in a meaningful way. Our team will work with the College to craft a plan for this to ensure all essential voices are heard (for instance, staff, students, and other future building-occupants, facilities management, etc.)
- Complete the building program. This work will draw on the expertise of our culinary arts design consultants at Clevenger along with Hacker's in-house library design specialist, Laura Klinger, who will collaborate with library programming consultant Penny Hummel to analyze your collections and space needs and our library technology consultants at NV5 who will develop the IT/AV program. This key document will be used as a guide for future design work. Focused meetings for this will be scheduled early.
- Thorough building assessment on the existing buildings and sites including systems, structure, and envelope to understanding of the existing conditions.

Communication and Decision Making

Establishing a culture of strong, open communication across our team will support our achievement of the schedule, and enable us to correct course if needed. Our communication strategies to support schedule management in the design phase include:

- Set our communication ground rules at beginning of project, with buy-in from everyone. We want to foster a spirit mutual respect and an atmosphere of "no bad ideas." Communication will be open, straightforward, and honest. Responsibilities are clearly defined in a no-blame culture leading to identification and resolution of problems, not determination of fault. Included in this is our "Safe and Respectful Workplace" policy that must be signed by all team members.
- Develop a common language for the work. To help build this, we propose to take the team on tours of similar, nearby campus library and culinary school facilities to explore what you feel is working and not working in similar spaces and generate ideas about what might suit SVC (ideally, we would tour in person, but can also arrange virtual tours if needed). We find that doing this together is a key method to build a common language for discussing design throughout the project, empowering participation from team members on the client side who may be new to the design process. It also serves as a team bonding event when people can just get to know others in a relaxed, exploratory setting.
- Clear Decision Making: For each project we will maintain a 5-week look-ahead schedule, highlighting decisions that need to be made, by whom, and when. It is essential that stakeholders know in advance when a design decision needs to be made so that the right people are at the table at the right time. Our teams will support decision making with clear graphics indicating design options and supporting information on pros and cons, with cost information to help facilitate decisions.
- Collaboratively plan and re-plan the project: Weekly pull-planning with the project team (including owner, contractor, trade partners, and design consultant team) will help us leverage our collective expertise, finding opportunities for schedule enhancements, and identifying risks that need to be managed.



Construction documentation phase

In the construction documentation phase, our strategies to support robust coordination include:

- Quality Control reviews at critical milestones: Using Bluebeam Studio to display, comment on and mark-up drawing sets, we will conduct full-day reviews (page-turns) with key owner stakeholders, facilities staff, and the full design and construction team. We use Smartsheet log tracking to record, assign, and resolve issues as they are identified. In addition, we will use the Building Information Modeling (BIM) model for owner review sessions, allowing for real-time review and tracking of issues.
- Leverage the integrated team when it comes to BIM and clash detection: The BIM execution plan outlines a robust process for early model collaboration, which we will use to ensure complete construction documents. With our functional team modeling expertise, we will ensure we are meeting owner standards, especially when it comes to facilities maintenance programs.
- Identifying cost drivers and other challenges up front: Collaborating with trade partners through a Target Value Design process allows the team to establish benchmarks, set expectations for quality and cost, outline a more predictable design schedule, and identify more predictable costs.





Cascade Hall Academic Building
Portland Community College
HACKER

4. Life Cycle Cost Analysis Experience

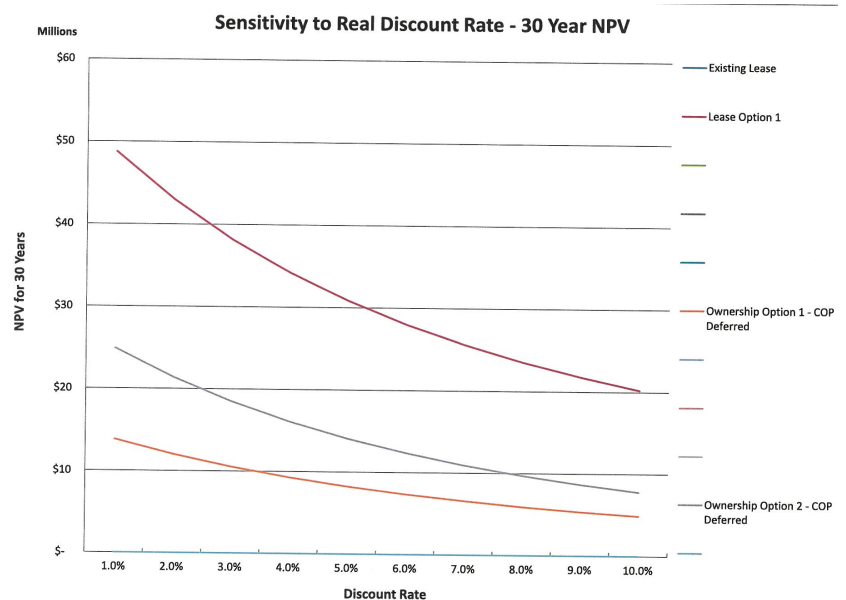
LCCA experience is not directly linked to using OFM tools. This is a bit of a let down

LCCA EXPERIENCE

Both Hacker and RMC have experience with LCCA tools similar to OFM's. Life Cycle Cost Analysis (LCCA) serves the evaluation of all systems and materials, and especially addresses questions related to sustainability and maintenance, helping the team to prioritize simple, smart solutions that conserve operating dollars over time.

Hacker frequently utilizes LCCA tools in our design process, for both public and private clients. Both Hacker and RMC have worked on Washington-based predesign projects that utilized the OFM Life Cycle Cost Tool, though it merits noting that in each instance, it was our sustainability consultants who guided this process and interfaced with the tool.

For the Library + Culinary Arts Building predesign, our team includes sustainability consultant ArchEcology, who will ensure the sustainable design excellence of our final report. We will evaluate systems for first cost, energy savings, maintenance over time, carbon impact, and payback. This approach can extend beyond mechanical, electrical, and lighting systems to include exterior skin, roofing, storm drainage, and renewable energy features.



Sample page from an LCCA report.

CASE STUDY

Similar Tools: LCCA at Portland Community College

In partnership with our MEP engineer, Hacker performed LCCA for the renovation of the PCC Sylvania Health Tech Building to compare mechanical system options. The team studied traditional VAV systems, radiant heating and cooling, and all-electric systems, assessing energy reduction benefits and potentially corresponding incentives, operating costs over a 30-year period, and looking for options that might provide a path to Net Zero for this project. The LCCA helped solidify PCC's decision to pursue a VAV system with enhanced ventilation and infection prevention, which ultimately offered cost savings, long-term operational savings, and incentive benefits from the Energy Trust of Oregon.





Kashevaroff State Library, Archives,
and Museum
HACKER

5. Sustainable Design Experience

extensive LEED experience which is good

SUSTAINABLE DESIGN PHILOSOPHY

What does sustainability mean to Skagit Valley College? **We seek meaningful, impactful, client-tailored sustainability strategies** in all of our work; there is no one-size-fits-all solution, and our first priority is to understand what your broader goals are for sustainability on campus so that we can deliver on an integrated sustainable design that meets your needs on your terms. Hacker has completed 35+ LEED Certified / Certification-pending projects, and our work includes numerous uncertified projects that have achieved ambitious energy efficiency, low carbon, and Net Zero Ready goals, each a reflection of our clients' unique sets of priorities.

We believe that sustainable design supports student success

How does a more sustainable project support student success? Sustainability centered on health and wellness is tangible when built, and easy to picture, understand, and get excited about during design. We will seek sustainability solutions for that work double-duty, achieving higher building performance as well as occupant comfort. Our design process for health and well-being involves the following methods:

- Delivering **occupant comfort** through air quality, thermal comfort, lighting, materiality, acoustics, privacy, and scale.
- **Connecting building occupants to nature** with access to daylight and views.
- **Optimizing energy use** and reducing greenhouse gas emissions.
- **Drawing upon biophilia**, humans' inherent affinity for patterns, textures and dynamic environments formed by nature by the use

of natural materials, and daylight.

- **Recognizing that different people, especially those outside the majority, perceive places and spaces in fundamentally different ways** and understanding those differences can lead to more inclusive design and greater user comfort.

We have included ArchEcology as our sustainability consultant for the predesign, to focus our work on integrated design solutions, particularly passive design and water saving strategies will help balance first costs with long term benefits and paybacks. Durable, low maintenance materials and systems, and reduced material and natural resources needed to build and operate the building are essential. As your predesign architect, our goal is to set you on an achievable path to LEED Silver (or higher) that establishes a clear vision that will guide the project to success in later phases.

CASE STUDY

Achieving ambitious energy efficiency goals at Ledding Library

Ledding Library is Hacker's most energy-efficient building to date, across all project types. Sustainability was a top priority for the City of Milwaukie, who hoped this project could be a showcase of their commitment to sustainable development and leadership. Their budget was extremely challenged, and we decided early on to forgo the extra expenses of LEED certification and invest all available dollars into actual strategies to achieve the City's high-efficiency goals. Sustainability wish-list items like radiant flooring and solar panels are often the first sacrifices made to keep a project on a tight budget. Our team committed to designing in the other direction, preserving the most high-impact energy-efficient strategies and features, and allowing the design of the rest of library to take shape around our clients' sustainability goals first and foremost.





Canyon Commons Dining & Event Space
George Fox University
HACKER

6. Diverse Business Inclusion Strategies

review comments

pros

- Good team with RMC partnering as local experience firm
- Very good library and library tech consultants on the team
- Experienced with similar projects of this size, but slightly diff scopes

cons

- LCCA is not directly related to OFM tools, so may be problematic
- Hacker is out of Portland office, so availability may be challenging as will travel costs

Our team is committed to meeting Skagit Valley College's diverse inclusion participation goals. We have seen the innovation benefits that a diverse, well-balanced consultant team can bring to any project, and it is our practice to build this diversity into our teams at every opportunity.

Thanks in part to our long history working with higher education and public sector clients in Washington and across the Pacific Northwest, we have established relationships with many OMWBE firms covering a broad spectrum of disciplines. During the past 36 months Hacker has worked with 20+ OMWBE certified subconsultants, and our work with these firms accounts for 30% (or \$3.8M) of our total payments to subconsultants over the last three years.

OUR OMWBE PLAN FOR THE LIBRARY + CULINARY ARTS PREDESIGN

Hacker has selected a consultant team for SVC's project that seeks to maximize OMWBE participation, providing you with a team that is smart, experienced, and brings a successful track record of collaboration on similar project types. OMWBE firms included on our team for predesign include:

- STRUCTURAL - Lund Opsahl, WBE/DBE # D2Foo23366 / W2Foo23366
- LANDSCAPE - PLACE, MBE # M5Moo27182
- SUSTAINABILITY - ArchEcology, WBE # W2Foo21303
- COST CONSULTING - DCW, WBE # W2Foo23327

In addition to engaging OMWBE sub-consultants on our project team, it is our practice to seek out opportunities to include OMWBE firms in other purchasing decisions, such as printing or messenger services. We are committed to supporting the local economy through doing business with minority-, women-, and veteran-owned small businesses whenever possible.

EQUITABLE PURCHASING & CONTRACTING

Hacker is committed to a contracting process that focuses on improving social equity outcomes. We contract with small businesses owned by socially and economically disadvantaged people and businesses that have demonstrated a clear mission to social equity. This includes contracting with companies that are registered as minority or women owned, disadvantaged business enterprises, emerging small businesses, service-disabled veteran-owned businesses, certified B Corps, and Just-labeled businesses. This applies to purchases and contracts for Hacker's business operations, as well as sub-consultant contracting and materials that we specify for our projects. These contracts typically account for about 30% of our overall expenditures toward services and products.

For our design/construction specifications, Hacker works to mitigate barriers that minority small business owners and subcontractors face, such as quality control certifications and bidding requirements. We partner with contractors who give us insight into some of these challenges and who can work with smaller companies to mentor them through the process. We engage with community partners (Oregon Association of Minority Entrepreneurs and National Association of Minority Contractors) to better understand what other aspects of the design and construction process hinder minority-owned businesses' ability to compete.